



DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20340-5100



U-13-3043/FAC2-A1 (FOIA)

Mr. Robert Delaware  
MuckRock News  
DEPT MR 2699  
P.O. Box 55819  
Boston, MA 02205-5819

APR - 3 2013

Dear Mr. Robert Delaware:

This responds to your Freedom of Information Act (FOIA) request, dated February 3, 2013, case number 0156-2013, that you submitted to the Defense Intelligence Agency (DIA) for information concerning the presentation given by Susan Strednansky this past week on how female DIA employees should dress. Please note: the requested presentation was not given by Susan Strednansky. I apologize for the delay in responding to your request. DIA continues its efforts to eliminate the large backlog of pending FOIA requests.

A search of DIA's systems of records located one document (30 pages) responsive to your request.

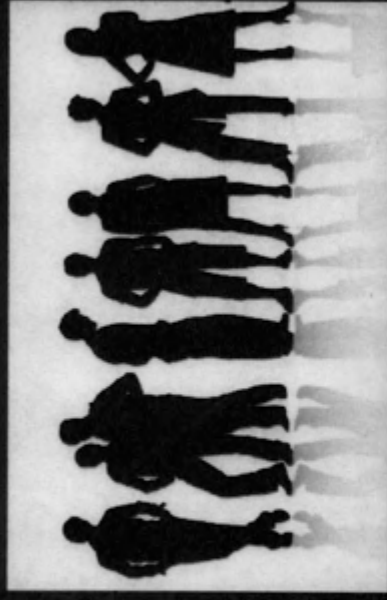
Upon review, I have determined that the documents are appropriate for release in full. DIA has not withheld any reasonably segregable non-exempt portions of the records.

Sincerely,

Alesia Y. Williams  
Chief, Freedom of Information Act Staff

Enclosure

# THE PROFESSIONAL APPEARANCE



“LOOK SHARP, FEEL SHARP, BE SHARP”

Professional Appearance

© WHY?

# APPEARANCE INFLUENCES PERFORMANCE

- External (Appearance)

- Internal (Feelings)

- External (Performance)



# PRIMACY EFFECT

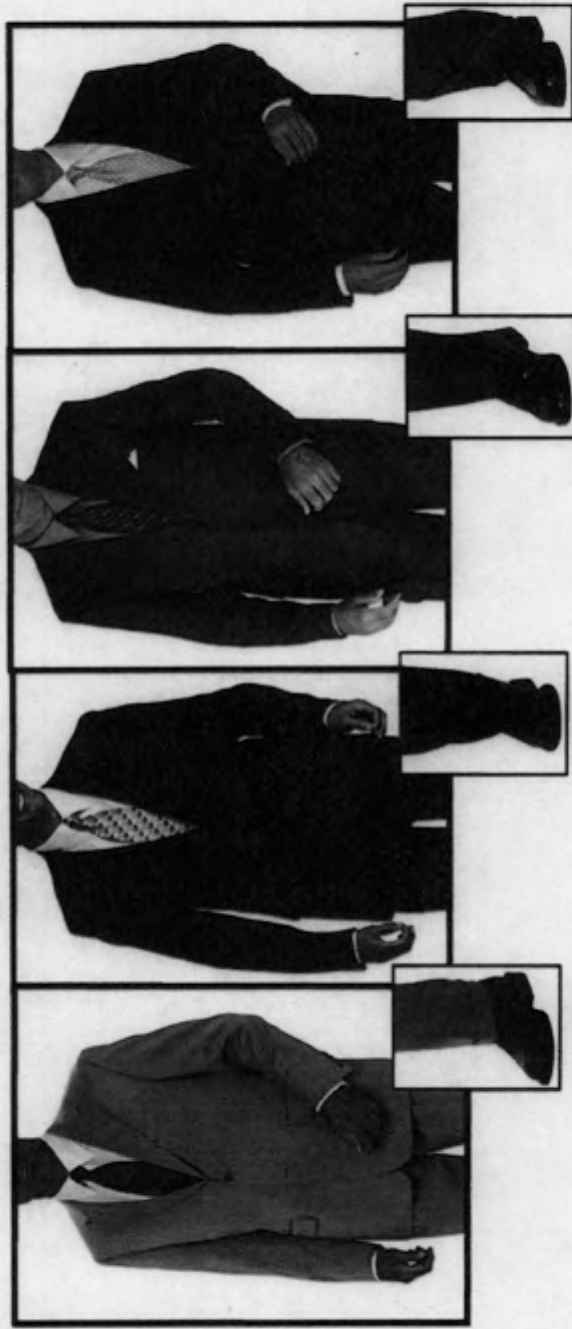
- Dress is the initial means of communication
- First impressions are likely to be lasting impressions
- 30-Seconds hurdle
- 98.5 % believe that image is critical to getting ahead



# OVERDRESSED OR UNDERDRESSED

- Red or blond hair
- Each item of jewelry
- Each item of visible clothing
- Belt
- Nail polish
- Contrast buttons
- Visible pens
- Briefcase/Purse
- Glasses
- Scarf

## Professional Dress for Men



# GUIDELINES FOR MEN

- ◆ The suit is the core of the professional wardrobe
- ◆ Shirt and ties provide accent
- ◆ Two should be plain/one pattern
- ◆ Dark suite/light shirt
- ◆ Color coordination is significant



# DRESS CONSIDERATION FOR MEN

- Dark suit with laced shoes and French-cuff white shirt
- Dark pinstriped suit
- Lighter suit
- Sport jacket/contrasting slacks
- Long-sleeve shirt, tie, dress slacks
- Short-sleeve shirt, dress pants
- Short-sleeve shirt, casual pants
- Knit top, jeans, sandals



Most  
Recommended

Least  
Recommended

# SUITS

- ◉ Darker = more authority
- ◉ Pinstriped = more authority than solids
- ◉ Two-piece suit = authority

# SHIRTS

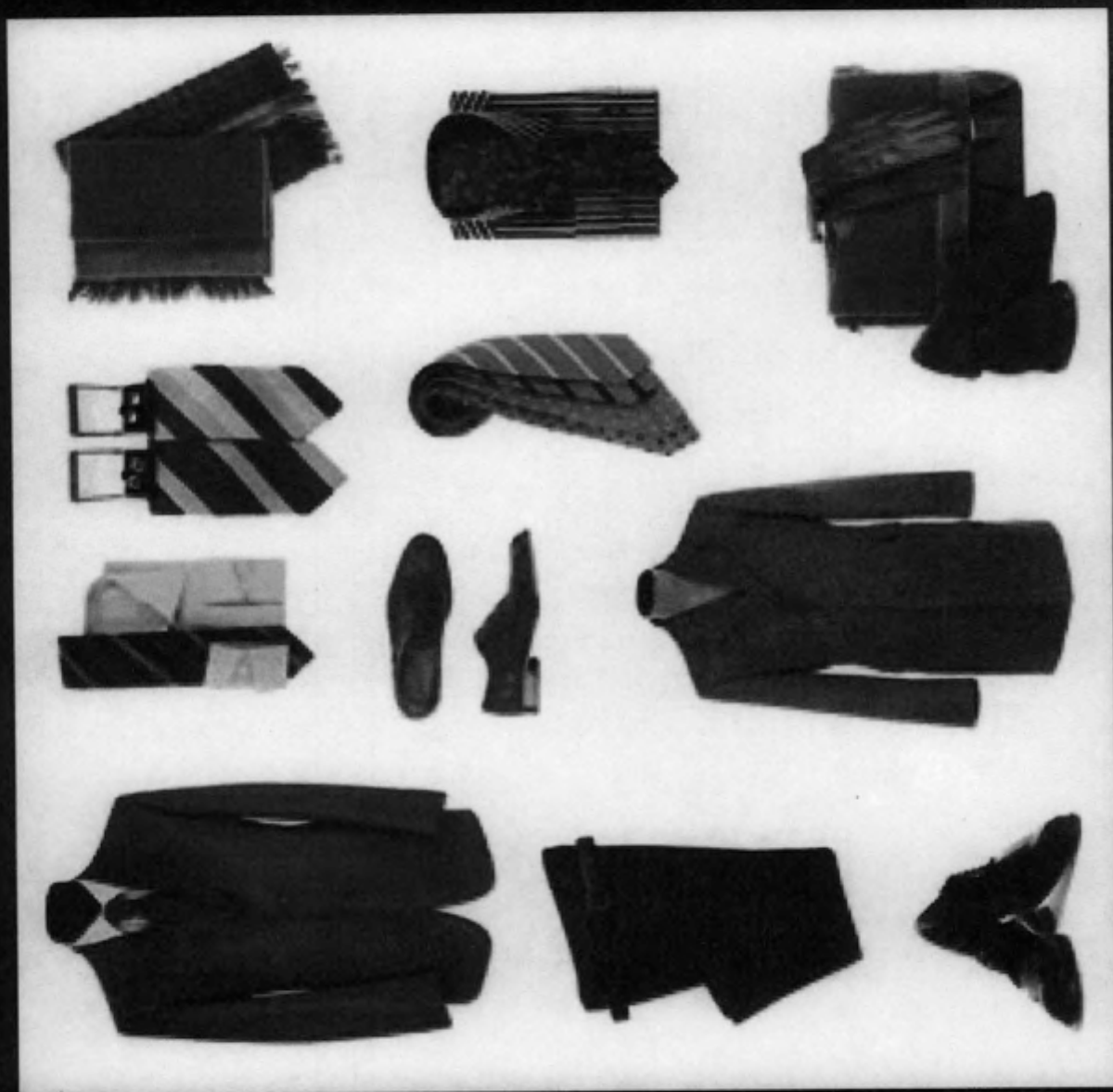
- Regular collar = traditional/conservative
- Pin collar = formal/elegant
- Button down collar = casual



# SHOES

- ◉ Lace-up = executive
- ◉ Brown shoes only with brown/tan suits
- ◉ Black with all other
- ◉ Thin soles
- ◉ Shined





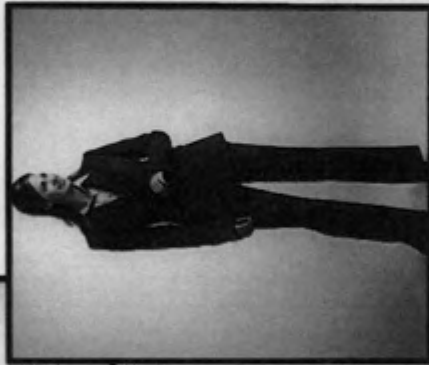
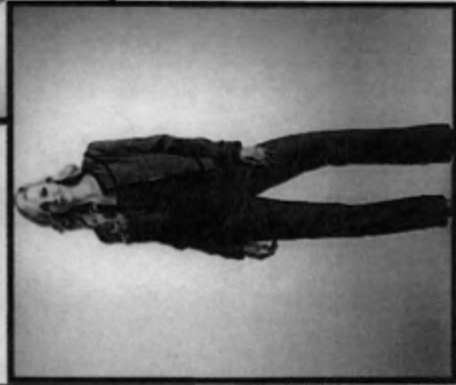
# TIES

- ◉ Good fabric allows for appropriate-sized knot
- ◉ Full “Windsor” knot
- ◉ Midpoint of the belt
- ◉ Dark = authority
- ◉ Current in style, pattern, and color
- ◉ DO NOT BE AFRAID OF COLOR!

## BELTS, SUSPENDERS, AND JEWELRY

- Belt and shoe same color
- Not very wide nor extremely narrow
- Small to moderate buckle
- Suspenders = elegance
- Jewelry simple and minimal
- Cuff links
- Neck jewelry/ earrings = negative impact

## Professional Business Dress for Women





# GUIDELINES FOR WOMEN

- ◆ Professional appearance appropriate for personality, physical characteristics, position, corporate culture, environment, and aspirations
- ◆ A jacket adds to a professional appearance
- ◆ Suit, dress, skirt, and blazer is the base color
- ◆ Add color with accessories (bag, scarf, jewelry)
- ◆ Determine base color according to skin, hair, and eyes (i.e. brunettes can wear more intense colors than blonds can)



## DRESS CONSIDERATIONS FOR WOMEN

- Adapt the latest look to figure and personality
- Find a style that you are comfortable with
- Conservative approach always best
- Nothing should stand out as flamboyant, gaudy, attention-drawing



*work wear*



# MAKEUP

- ◆ Do not advocate the “Plain Jane” look
- ◆ Coordinated makeup communicates that you are moving assertively toward identified goals
- ◆ Makeup helps women look more attractive
- ◆ Too much makeup distracts from a professional look
- ◆ Wear just enough to accentuate your features

# IMPACT SCALE

- Single-breasted skirted suit; long sleeves blouse
- Skirt, long sleeve blouse, with a blazer
- Dress (Tailored)
- Pantsuit
- Skirt with blouse
- Skirt with sweater
- Slacks with blouse
- Slacks with sweater
- Jeans with knit top and sneakers







# SUIT, SKIRT, DRESS, BLAZER

- Colors = NAVY, GREY, CHARCOAL, BLACK, MAROON, RUST, CAMEL

- Matching set

- Durability

- Highest % natural fiber

- Year-round fabrics

# HAIR, NAILS, AND SHOES

- ◆ Hair neat & well maintained
- ◆ Nail polish
- ◆ Pumps/boots
- ◆ Low to moderate heels
- ◆ Shoes complement suit, skirt or dress
- ◆ Open-toe shoes are no longer a faux-pas as long as worn with suit pants or skirt – no flats
- ◆ No stockings with sandals/open-toe shoes

# JEWELRY & ACCESSORIES

- Simple jewelry
- Earrings
- Stockings that complement the skin tone
- Handbags complement shoes/outfit
- Scarves, pins, necklaces

## BODY SIZE AND SHAPE CONSIDERATIONS

- ◉ Consider your body type
- ◉ No tight-fitting clothing
- ◉ Avoid clothing that is too big/too small
- ◉ Accentuate the positive/disguise the negative



## BUSINESS PROFESSIONAL

## BUSINESS CASUAL

## BUSINESS PROFESSIONAL

## BUSINESS CASUAL



CLEAN, SUITING  
TO SHIRT

PROFESSOR

PROFESSOR

APPROPRIATE  
LENGTH 36-40

NATURAL LOCKING  
HAIR

NO BULKY  
JEWELRY

POLISHED, CLEAN  
TOE SHOES



NECKLINE



PROFESSOR

PROFESSOR

APPROPRIATE  
TIE

CLEAN SHAVEN

FRESH  
HAIR



BUTTON UP  
SHIRT

MATCHING BELT  
AND SHOES

PRESSED  
SLACKS

POLISHED SHOES

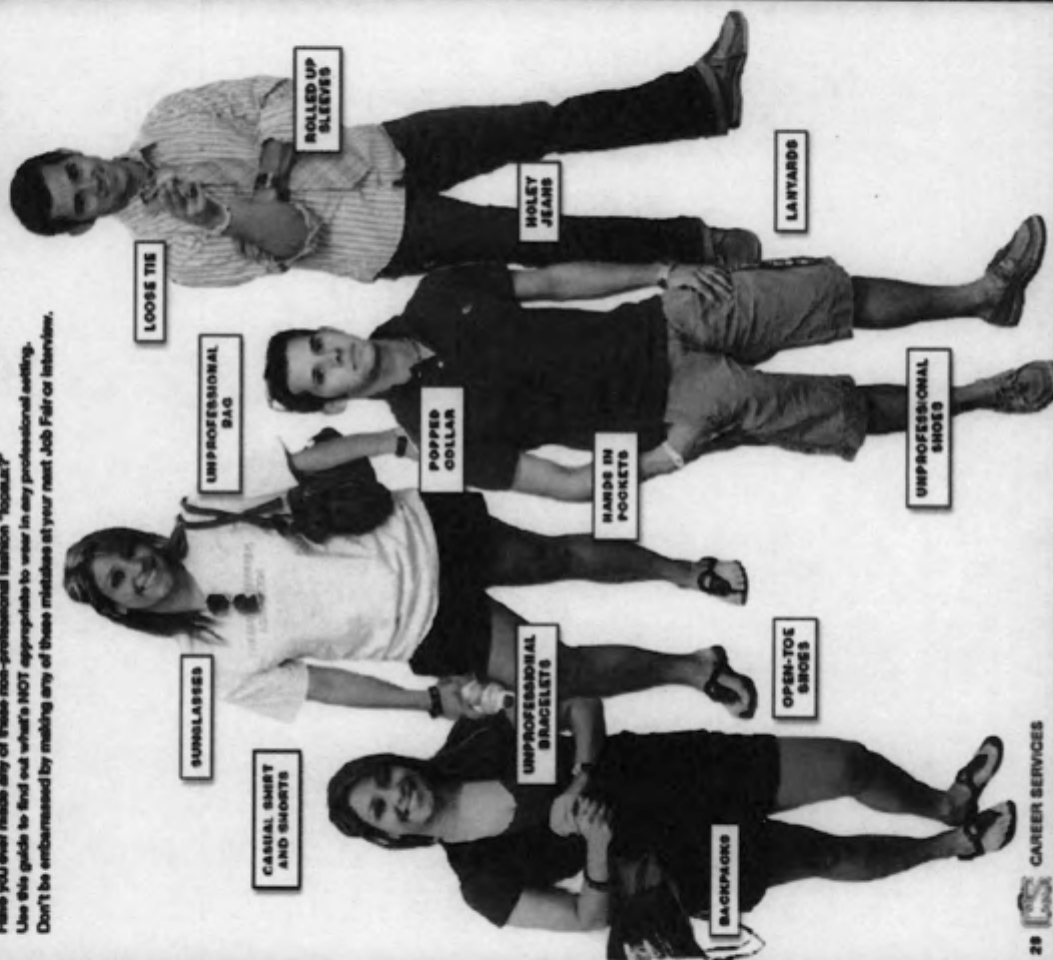
# What to wear?

This guide demonstrates acceptable  
Business Professional and Business  
Casual attire for your upcoming  
career search.  
NOTE: For interviews, always  
choose Business Professional attire.



# WhatNOTto wear.

Have you ever made any of these non-professional fashion "choices?" Use this guide to find out what's NOT appropriate to wear in any professional setting. Don't be embarrassed by making any of these mistakes at your next Job Fair or interview.



# POINTS TO REMEMBER

- Dress is important for your image
- Approximately 95% of your body is covered by clothing
- Your appearance not only affects the way other perceive you but it affects the way you perceive yourself
- The suit carries more impact than any other combination of dress
- The goal is not to match but to complement
- Select the clothes that reflects your personality, position, environment, and aspirations

# Summary

ASK YOURSELF:

- AM I DRESSED  
APPROPRIATELY  
TO REPRESENT  
DIA?





# DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20340-5100



U-13-5776/FAC2-A1 (FOIA)

Mr. Robert Delaware  
MuckRock News  
DEPT MR 2699  
P.O. Box 55819  
Boston, MA 02205-5819

APR - 3 2013

Dear Mr. Delaware:

This responds to your Freedom of Information Act (FOIA) request, dated February 3, 2013, that you submitted to the Defense Intelligence Agency (DIA) requesting a copy of the e-mail sent out by Lt. Gen Flynn to employees in response to presentation titled, "The Professional Appearance." Please note: the referenced presentation was not given by Public Affairs Officer Susan Strednansky. I apologize for the delay in responding to your request. DIA continues its efforts to eliminate the large backlog of pending FOIA requests. In order to properly respond, it was necessary to consult with another office within the agency.

A search of DIA's systems of records located the email (two pages) responsive to your request.

Upon review, I have determined that some portions of the document must be withheld in part from disclosure pursuant to the FOIA. The withheld portions are exempt from release pursuant to Exemption 3 of the FOIA, 5 U.S.C. § 552 (b)(3). Exemption 3 applies to information specifically exempted by a statute establishing particular criteria for withholding. The applicable statute is 10 U.S.C. § 424. Statute 10 U.S.C. § 424 protects the identity of DIA employees, the organizational structure of the agency, and any function of DIA. DIA has not withheld any reasonably segregable non-exempt portions of the record.

If you are not satisfied with my response to your request, you may exercise your right to file an administrative appeal by writing to the address below and referring to case number 0157-2013. Your appeal must be postmarked no later than 60 days after the date of this letter.

Defense Intelligence Agency  
ATTN: FAC2-A1 (FOIA)  
200 MacDill Blvd  
Washington, D.C. 20340-5100

Sincerely,

Alesia Y. Williams  
Chief, Freedom of Information Act Staff

Enclosure: a/s

**Williams Alesia Y DIA USA Government**

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**From:** Flynn Michael T LTG DIA USA Military  
**Sent:** Thursday, January 31, 2013 1:53 PM  
**Subject:** FLYNN Sends: Dress for Success Briefing

FEB - 4 2013

CLASSIFICATION: UNCLASSIFIED

Team,

First, I apologize to the entire workforce for the unnecessary and serious distraction of this "Dress for Success" briefing that I became aware of in the last 24 hours. I've now seen it and I too find it highly offensive.

We are transitioning from a decade of conflict requiring a much more adaptive mindset and organization. We need to be focusing on our mission and our values as an organization. When people feel empowered, when they believe they have the trust of their leadership, when they are allowed to do their job, when they are provided the requisite resources to perform their mission, they will excel and succeed.

What else is required to be successful? Hard work, dedication to others instead of oneself, teamwork, possessing integrity above reproach, acting in selfless ways always striving to give credit to others, serving others, demonstrating a willingness to sacrifice for others, being kind, being humble, and being straight forward and honest in all that you say and do.

That is how to be successful.

There are too many other more important issues for us to deal with currently that don't require this type of distraction...focusing on how to dress is simply not as important as focusing on our mission (and our values), which are vital to our nation's defense.

Neither the agency nor I condone this briefing and I only hope the intention to execute this task was pure of heart and intended to help...but even smart people do dumb things sometimes. That said, no one is going to be taken to the wood shed over this. They'll require some counseling (to be sure) on what it means to think before you act. I trust that this is what happened in this case. Enough said.

I'd ask everyone in the entire workforce to get the word out about what I believe. This is not how I want this Agency of talented, dedicated professionals to be defined.

Thanks for all you do and every day you do it...see you at the Town Hall on the 7<sup>th</sup> of FEB.

VR,  
FLYNN

Michael T. Flynn  
LTG, USA

(b)(3):10 USC 424